

DD/S 69-4274

16 September 1969

MEMORANDUM FOR: [REDACTED]

FROM :

SUBJECT : Support for DDS History

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1. Attached is a copy of "Directorate Histories--A Prospectus," dated 27 March 1969. This three page paper was prepared by the Historical Staff and indicates (pp. 1-2) the broad concepts pertinent to writing the over-all history of a Directorate. The third page of the Prospectus is a general outline for writing a Directorate History.

2. In thinking about your present assignment to assist in preparing the history of the Support Directorate and recalling our mutual interest in insuring that your efforts during this interim assignment will be useful, I would like to suggest that the outline provided on page three of the referenced Prospectus be used as a guide for your research. Specifically, I would like to ask you to undertake the following tasks identified in the outline:

a. Item 1--Concept of the Directorate. For this segment, cover parts a through e for the period from the end of OSS through the termination of the Deputy Director (Administration) (DD/A) on 3 February 1955.

1) It would be most useful if you would focus first on collecting all pertinent documents related to each of the individual administrations which were a part of this period. (I do not know the identities of the administrators prior to 1 December 1950, but from that date through 3 February 1955, this would include Messrs. Murry McConnel, Walter R. Wolf, and Lawrence K. White.) The accumulation and organization of the documents for these predecessors to the DDS would, in itself, be a positive contribution to the historical effort. (Incidentally, [REDACTED] 1201 Ames Building, [REDACTED] may be a useful source to contact on DD/A documents.)

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MORI/CDF Pages 3 - 5

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2) Should time permit, perhaps you could begin to write a segment covering the period from 1945 through 30 November 1950. (First, however, we should develop some outlines.)

3) Such further time as you might be able to devote to the historical effort would then focus on the administrations of the respective DD/A's noted in Par. a. 1), above.

b. I suspect that the above program probably will take you through the period of your interim assignment in the Office of the DDS. Should this not prove to be the case, then you might proceed to work through the Prospectus outline in the following manner:

1) Item 2--Operations under the first Deputy Director. Collect and organize the documents pertinent to parts b, c, d, and f; and possibly the documentation for part a, if pertinent.

2) Item 3--Development under subsequent Deputy Directors, etc. Collect and organize the documents for parts a, b, and c.

3) Item 4--Changing role of the Directorate. Parts a and b only and only for documentation. (Probably will have been covered in large part in Item 2.)

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Att

27 March 1969

Directorate Histories -- A Prospectus

1. The concept of the history of the Directorates, like the concept of the Directorates themselves, is functional. The history of each Directorate will record for the use of present and future Deputy Directors, and other senior Agency officers, the circumstances which led to the establishment of the Directorate and the objectives which the Directorate was intended to achieve. The subsequent development of the Directorate will be recounted in appropriate periods, corresponding to the incumbencies of the respective Deputy Directors, or by other logical historical subdivisions. These histories will emphasize the adaptation of the structure and functions of the Directorate to changing requirements, the guidance provided by the Deputy Director to the internal components of the Directorate, and the relation of the Directorate to other parts of the Agency and the Government.

2. In scope, the Directorate histories will record comprehensively the major objectives, activities, and accomplishments of the Directorates. By intent and by necessity the Directorate histories will thus be selective rather than encyclopedic. For convenience of treatment, the histories of particular Directorates may be divided into manageable periods, which may coincide with the tenure of the respective Deputy Directors, but which may equally well be organized according to other, more appropriate principles; such as by major problems or programs. Within whatever subdivisions are selected as organizing principles, the ultimate discussion will be according to significant topics rather than by the routine chronological sequence of events. These topics will identify the mission of the Directorate, the manner in which it has deployed its resources to accomplish this mission, the character of its product, and the assessment of its success or failure in accomplishing its mission. While individual chapters may highlight the overall situation or major aspects of the situation confronting the Directorate at significant moments in its history, the history as a whole will emphasize the development of the mission, capabilities, and product of the Directorate.

3. In point of view, the Directorate histories will move from such external considerations as the requirements levied on the Directorate by the Agency and the community, to the internal arrangements devised within the Directorate to accomplish

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its mission. The Directorate history will draw for examples upon the history of its components but will not in itself constitute a systematic and detailed history of these components. As outlined in the attached prospectus, the focus will then shift outward again to accent the relations of the Directorate with other Directorates, the DCI, and outside of the Agency, the rest of the intelligence community, and as appropriate, the policymaking consumers of intelligence.

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Directorate Histories -- A Prospectus

1. Concept of the Directorate
 - a. When established?
 - b. Why established? Mission
 - c. From what established? Antecedent organizations
 - d. How established? Procedures: Committee report? Staff study?
 - e. Initial structure of the Directorate
2. Operations under the first Deputy Director
 - a. Launching the Directorate
 - b. Identifying goals and establishing priorities
 - c. Guiding subordinate components -- including future planning
 - d. Coordinating internal Directorate activities
 - e. Character of operations, support, and intelligence production, as appropriate
 - f. Relations with outside components -- other Directorates, the DCI, outside Agencies, the White House, Congress, and foreign governments
 - g. Assessment
3. Development under subsequent Deputy Directors, by incumbency (or by other periods)
 - a. Policy guidance -- internal and external
 - b. Changes in priorities
 - c. Adjustments of internal organization and management
 - d. Major trends in operations, support, and intelligence production, as appropriate
 - e. Relations with outside components
 - f. Future planning
 - g. Assessment
4. Changing role of the Directorate
 - a. Mission
 - b. Organization -- structure and personnel
 - c. Management
 - d. Production, operations, etc.
 - e. Relations with outside components
5. Overall view -- in summary
 - a. What the Directorate was
 - b. What it has accomplished
 - c. Where it stands today

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